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The Influence of Competence, Compensation, and Communication Skills on Work Productivity at PT Putra Darma Indonesia

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Abstract: Human resource management (*HRM*) constitutes a critical determinant of a company's ability to achieve organizational objectives and sustain employee productivity. This study aims to examine the influence of competence, compensation, and communication skills on employee work productivity at PT Putra Darma Indonesia, a company operating in the coffee industry and export sector. The company faces several challenges, including suboptimal employee competence resulting from limited training opportunities, a compensation system that has yet to fully align with employees' needs and expectations, and inadequate communication skills due to ineffective formal communication channels. This research was conducted to evaluate the extent to which these three variables contribute to employee productivity. The findings reveal that competence does not exert a significant influence on work productivity, whereas compensation and communication skills demonstrate significant effects, with communication skills exhibiting a negative directional relationship. Simultaneously, the three variables collectively influence employee productivity. These findings indicate that the company should optimize its compensation system while also reassessing and strengthening competence development and communication practices to improve employee productivity more effectively.

Keywords: Competence, Compensation, Communication Skills, Work Productivity, Human Resource Management.

INTRODUCTION

Human resource management (HRM) is a crucial and high-value element for a company. This is because HRM is fully responsible for managing all employees working within the company. It can be said that the effectiveness of HRM will determine the extent to which a company is able to improve and maintain the sustainability of work productivity (Jusmansyah, 2020; Widyarma & Askiah, 2022).

Work productivity is defined as the efficient and effective use of human resources, where the appropriateness or accuracy of work methods is considered in relation to available time and

tools to achieve objectives. According to official data from the Ministry of Manpower of the Republic of Indonesia, the national labor productivity rate in 2024 reached Rp 89.33 million per worker. This low productivity figure results in higher cost burdens for businesses and poses a major challenge for Indonesia's economic development (Hafiid & Sugiarto, 2020).

One company facing productivity challenges in meeting quality standards and the efficiency demands of the global market is PT Putra Darma Indonesia. The company was established in 2020 and operates in the industrial sector as well as a coffee exporter. One of the coffee varieties produced by the company is Gayo coffee, sourced directly from Takengon, Central Aceh Regency. Previously, PT Putra Darma Indonesia was known as CV. Putra Darma, which had been in operation since 2002.

Several factors contributing to low work productivity include suboptimal workforce competencies, inadequate compensation systems, and ineffective communication skills in the workplace (Adyatma & Nida, 2021; Kurniawan, 2024; Muliasari & Andayani, 2023). According to *the* official *website* of the Ministry of Manpower of the Republic of Indonesia, there remains a skills gap and low compensation levels that negatively impact worker motivation and performance. These factors require further in-depth research to enhance the quality of the workforce and foster superior competitiveness.

Communication skills also play a crucial role in supporting work effectiveness. The 2025 Workplace Communication Survey noted that over 60% of work time is spent seeking relevant information or context, and nearly 40% of professionals feel pressure to immediately follow up on tasks after meetings; however, communication barriers remain the primary obstacle. Suboptimal communication can lead to reduced coordination and work productivity (Rindengan et al., 2022; Wakhyuni et al., 2024).

In initial observations, PT Putra Darma Indonesia indicates that the company's work productivity is relatively smooth, with stable production target achievements. Nevertheless, there are issues regarding employee competencies, particularly suboptimal training and development, which result in employees' technical skills and knowledge not being fully maximized. This reflects the company's need to focus more on enhancing competency quality to maintain and improve work productivity.

Regarding compensation, PT Putra Darma Indonesia provides a fairly good reward system for employees, including competitive salaries, health benefits, and performance-based bonuses. This compensation management contributes to motivating employees to maintain good performance. However, employee motivation remains a concern, as the provision of appropriate compensation still needs to be aligned with employees' needs and expectations to more effectively drive work productivity. Additionally, communication between management and employees at PT Putra Darma Indonesia is fairly effective, but there is room for improvement toward more open and transparent communication. Several communication challenges, such as limited formal communication channels and opportunities for feedback, remain issues that need to be addressed so that information can be conveyed more clearly and decisions can be made more quickly and accurately. Based on the background outlined above, the researcher is interested in exploring the topic **"The Influence of Competence, Compensation, and Communication Skills on Work Productivity at PT Putra Darma Indonesia."**

METHODS

This study employs a quantitative descriptive approach to analyze the influence of competence, compensation, and communication skills on employee work productivity at PT Putra Darma Indonesia. The research was conducted from May to September 2025 at PT Putra Darma Indonesia, located at Jl. Banten No. 54 Puji Mulyo, Sunggal Subdistrict, Deli Serdang Regency, North Sumatra. The study population comprised all 145 employees of the company

( ). The sample was determined using the Slovin formula with a 5% margin of error, resulting in 106 respondents as the study sample. The independent variables in this study consist of competence (X1), compensation (X2), and communication skills (X3), while the dependent variable is work productivity (Y). All variables were measured using a Likert scale based on indicators adapted from theory and previous research (Waruwu et al., 2025).

Data collection techniques included questionnaires, interviews, observations, and a literature review. Questionnaires were used to obtain primary data regarding respondents' perceptions of the research variables. Interviews were conducted to deepen the information obtained from the questionnaire results, while observations were used to examine the work environment, employee interactions, and situations related to work productivity within the company. The literature review was conducted by examining books, scientific journals, and various literature sources relevant to the research topic. The research instruments were first tested for validity using *Pearson's Product-Moment* correlation and for reliability using *Cronbach's Alpha* to ensure they were suitable for use in the study.

Data analysis was conducted using multiple linear regression to determine the effects of the variables of competence, compensation, and communication skills on work productivity. Before the regression analysis was performed, the data were first tested using classical assumption tests, including tests for normality, multicollinearity, and heteroscedasticity, to ensure that the regression model met statistical requirements. Hypothesis testing was performed using the t-test to determine the partial effect of each independent variable on the dependent variable and the F-test to determine the simultaneous effect of all independent variables on work productivity. The regression model's ability to explain the dependent variable was analyzed using the coefficient of determination (R^2).

RESULTS AND DISCUSSION

The results of this study were obtained from primary data collected through the distribution of a structured questionnaire conducted online using Google Forms. The questionnaire was distributed to employees of PT Putra Darma Indonesia according to the predetermined sample size. From this data collection process, 106 respondents who met the research criteria were obtained.

Before further analysis was conducted, the collected data first underwent a verification process to ensure the completeness and validity of the respondents' answers. Incomplete data or data from ineligible respondents were excluded from the data processing. Subsequently, the validated data were used for respondent profile analysis, descriptive analysis, instrument validation, classical assumption tests, and hypothesis testing.

Results of the Research Data Analysis ( )

Data analysis in this study was conducted using multiple linear regression analysis to test the relationship and influence of the variables of competence, compensation, and communication skills on work productivity. The analysis stages included multiple linear regression analysis, the coefficient of determination (R), partial hypothesis testing (t-test), and simultaneous hypothesis testing (F-test). The results of the data processing are presented in the following subsections.

Multiple Linear Regression Analysis

Multiple linear regression analysis is intended to understand the influence of the variables of competence, compensation, and communication skills on work productivity.

Table 1. Multiple Linear Regression Test Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	12,396	3,205		3,868	0.000		
	Competency	0.178	0.131	0.131	1.359	0.177	0.722	1.384
	Compensation	0.571	0.116	0.522	4.932	0.000	0.602	1.660
	Communication Skills	-0.247	0.071	-0.320	-3.496	0.001	0.809	1.237

a. *Dependent Variable*: Labor Productivity

Based on Table 1, the multiple linear regression equation is as follows:

$$Y = 12.396 + 0.178X1 + 0.571X2 - 0.247X3 + e$$

From this regression equation, it can be explained that the relationship between the independent variables and the dependent variable has a different direction of influence on each variable.

1. Constant (a) = 12.396
   If the competency, compensation, and communication skills variables have a value of 0, this means that work productivity is 12.396.
2. Regression coefficient for competency (X1) = 0.178
   This indicates that a one-unit increase in competency can increase work productivity by 0.178, assuming all other variables remain constant. The significance value of 0.177 > 0.05 indicates that competency does not have a significant effect on work productivity.
3. Regression coefficient for compensation (X2) = 0.571
   This indicates that a one-unit increase in compensation can increase work productivity by 0.571. The significance value of 0.000 < 0.05 indicates that compensation has a positive and significant effect on work productivity.
4. Regression coefficient for communication skills (X3) = −0.247
   This indicates that a one-unit increase in communication skills reduces work productivity by 0.247. The significance value of 0.001 < 0.05 indicates that communication skills have a significant negative effect on work productivity.

Coefficient of Determination (R)

The coefficient of determination is used to understand the extent to which the independent variable can explain the dependent variable. The value of the coefficient of determination can be assessed from the *R-Square* and *Adjusted R-Square* values in the regression analysis results.

Table 2. Coefficients of Determination (R) Model Summary[b]

Model	R	R-Square	Adjusted R Square	Standard Error of the Estimate
1	.557a	0.311	0.290	2.05432

b. *Predictors: (Constant), Communication Skills, Competence, Compensation*

From the table above, the R-Square value is 0.311 with an *Adjusted R-Square* value of 0.290. This indicates that the variables of competence, compensation, and communication

skills can explain 29.0% of the variation in work productivity ( ), while the remaining 71.0% is influenced by other variables not examined in this study.

Simultaneous Hypothesis Test (F)

The simultaneous hypothesis test (F-test) is used to determine whether the independent variables collectively influence the dependent variable. The test is conducted by examining the calculated F-value and the significance level of the regression analysis results.

Table 3. Results of the Simultaneous (F) ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	194,000	3	64,667	15,323	,000b
	Residual	430,463	102	4,220		
	Total	624,462	105			

a. *Dependent Variable*: Work Productivity
b. *Predictors*: (Constant), Communication Skills, Competence, Compensation

From the table above, the calculated F-value is 15.323 with a significance level (sig.) of 0.000. Since the sig. value is < 0.05, the variables of competence, compensation, and communication skills collectively have a significant effect on work productivity.

al Hypothesis Testing (t-test)

Partial hypothesis testing (t-test) is intended to understand the influence of each independent variable on the dependent variable individually. The test was conducted by comparing the calculated t-value at a significance level of 0.05.

Table 4. Results of the Partial Test (t) Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	12.396	3.205		3.868	0.000		
	Competency	0.178	0.131	0.131	1.359	0.177	0.722	1.384
	Compensation	0.571	0.116	0.522	4.932	0.000	0.602	1.660
	Ability Communication	-0.247	0.071	-0.320	-3.496	0.001	0.809	1.237

a. Dependent Variable: Work Productivity

The t-table value at a significance level of 0.05 with a degree of freedom of 1.983. Thus, the results of the partial test include:

1. Competence Variable (X1)
   A calculated t-value of 1.359 was obtained with a significance value of 0.177 > 0.05. This indicates that the calculated t-value is less than the critical t-value (1.359 < 1.983), so H_0 is accepted and H_1 is rejected. This means that, in this partial analysis, competence does not have a significant effect on work productivity.
2. Compensation Variable (X2)
   A calculated t-value of 4.932 was obtained with a significance value of 0.000 < 0.05. This indicates that the calculated t-value is greater than the critical t-value (4.932 > 1.983), so

H_0 is rejected and H_1 is accepted. This means that, partially, compensation has a positive and significant effect on work productivity.

3. Communication Skills Variable (X3)
   A calculated t-value of −3.496 was obtained with a significance level of 0.001 < 0.05. This indicates that the calculated t-value is greater than the critical t-value (3.496 > 1.983), so H_0 is rejected and H_1 is accepted. Therefore, communication ability has a significant partial effect on work productivity with a negative direction of influence.

Discussion

The discussion in this study is intended to explain the results of the data analysis that has been conducted and to interpret the influence of independent variables on the dependent variable based on the results of the hypothesis testing

The Effect of Knowledge on Competency- d Quality

From the results of the partial hypothesis testing, a significance value of 0.177 > 0.05 was obtained, indicating that competence does not have a significant effect on work productivity. This suggests that an increase in employees' competence does not necessarily lead to a tangible increase in work productivity.

Theoretically, competence refers to an individual's skills, which encompass abilities, knowledge, and attitudes in performing work. However, in this study, competence did not have a significant influence on work productivity, which may be due to the suboptimal application of competence in work performance or the presence of other more dominant factors influencing work productivity. Therefore, the results of this study indicate that competencies have not yet become a primary factor in enhancing work productivity (Suriani et al., 2023; Wulandari et al., 2025).

The Effect of Knowledge on Compensation-

The hypothesis test yielded a significance value of 0.000 < 0.05, indicating that compensation has a positive and significant effect on work productivity. This suggests that the better the compensation provided to employees, the higher the future productivity will be.

Compensation is a form of appreciation that an organization provides to employees in recognition of their contributions. Providing appropriate compensation can lead to increased work motivation and job satisfaction, as well as encourage employees to perform at their best, thereby boosting productivity (Agustina et al., 2024; Rohim & Irayanti, 2022; Sanaky, 2021). The results of this study indicate that compensation has the greatest influence on work productivity compared to other variables; therefore, organizations need to pay attention to their compensation systems to improve employee performance (Intan & Hawignyo, 2024; Nurhasan & Nugroho, 2023).

The Effect of Knowledge on Communication Skills

The results of the hypothesis testing yielded a significance value of 0.001 < 0.05, indicating that communication skills have a significant negative influence on work productivity. This suggests that an increase in communication skills is associated with a decrease in work productivity.

These results show that high communication skills do not always lead to increased work productivity. This condition may be caused by excessive time spent on communication, ineffective communication in the performance of work, or other factors influencing this relationship. Therefore, communication skills need to be managed effectively to support increased work productivity.

CONCLUSION

The research results show that competencies do not have a significant effect on the work productivity of employees at PT Putra Darma Indonesia. This is evident from the significance value of 0.177 > 0.05 with a regression coefficient of 0.178, indicating that an increase in competencies has not yet been able to significantly improve work productivity. The competencies possessed by employees have not yet been fully capable of driving optimal improvements in work outcomes in the performance of daily tasks.

Compensation has been proven to have a positive and significant effect on employee work productivity. The test results show a significance value of 0.000 < 0.05 with a regression coefficient of 0.571, indicating a positive relationship. The provision of good salaries, incentives, and benefits can boost work enthusiasm, motivation, and employee performance, thereby increasing work productivity. Communication skills also have a significant effect on work productivity, but the relationship is negative. This is evidenced by a significance value of 0.001 < 0.05 with a regression coefficient of −0.247, indicating that an increase in certain communication skills is actually followed by a decrease in work productivity.

The results of the simultaneous test show that competence, compensation, and communication skills collectively influence the work productivity of employees at PT Putra Darma Indonesia. These results are supported by a significance value of 0.000 < 0.05 and an Adjusted R-Square value of 0.290. This value indicates that the three independent variables account for 29.0% of work productivity, while the remaining 71.0% is influenced by other variables outside the scope of this study.

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